

29 March 1968

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : National Interdepartmental Seminar

1. This memorandum contains recommendations for action by the Director of Central Intelligence.
2. The DCI has requested an evaluation of the Agency's participation in the National Interdepartmental Seminar, particularly in view of the fact that attendance at the Seminar by other agencies of the Government has fallen sharply below their quotas. In the last 7 sessions, USIA has had an average attendance of only 2 (quota - 10) and, during the past 4 sessions, State has had an average of 2.5 (quota - 16). The Agency's average during the last 7 sessions has been 7.4 (quota - 8). Lack of appropriate participation seriously undercuts the value of the NIS to the students and to the agencies sponsoring them. Unless present trends are reversed, the letter and spirit of NSAM 283 (which established the NIS) will have been violated.
3. Within the Agency, DDP contributes the largest number of officers to the NIS student body; DDS makes substantial use of the NIS; the DDI has participated to a limited extent; and DDS&T has had no participation.
4. The Deputy Director for Plans has provided the following evaluation of the NIS:

The NIS has proved of value to the CS in the past few years but is becoming less so as more of our officers are exposed to first-hand experience with insurgency, counterinsurgency, and other problems of under-developed and developing countries. Those officers with extensive field experience feel they have derived little benefit from the course. Officers who have not served in under-developed countries find the course of definite value to them. Almost all officers have welcomed the opportunity to become acquainted with and exchange views with senior officers of other agencies of the government.

There appears to be a diminishing interest in NIS by other departments of the government. The result has been a rather conspicuous presence by the Clandestine Services in recent courses. I deplore this trend.

Since other agencies, and particularly the Department of State, apparently find the NIS of diminishing interest, to judge by their severely reduced representation, and since there appears to be some opinion that the NIS can

be of value to certain types of officers, my suggestion is that it be reduced in the frequency of courses per year, in the overall number of students (including Agency) per course, and that very serious thought be given to compressing further the length of each course.

(DTR Comment: With respect to the suggestions made above, I believe that the NIS could be reduced from 6 to 5 runnings annually and from 4 to 3 weeks per session. Re-adjustment of quotas to some extent could possibly be made.)

5. The Deputy Director for Support regards NIS training as valuable, broadening, constructive, and helpful in the development of DDS personnel. The DD/S sees no other feasible and convenient means of obtaining this kind of training within the course time period of 4 weeks and in the scope and quality provided by the NIS.

6. The Deputy Director for Intelligence has provided the following comments:

The Directorate of Intelligence has only a limited need for the training provided by the National Interdepartmental Seminar. Because the course is oriented toward the training of individuals who are primarily concerned with the in-country management of counterinsurgency efforts, this training is directly useful to a very small percentage of the analysts in this Directorate. Almost all of our analysts who would qualify for the course and who require training in counterinsurgency have already attended the Seminar.

7. Critiques from CIA participants in the NIS, transmitted directly to OTR, reveal that the great majority of these students consider the NIS a useful experience and very worthwhile from the point of view of Agency advantage. Our officers believe they gain considerable knowledge and understanding of national policy and of the problems confronting the United States in the lesser developed countries of the world. More specifically, they believe they gain a clearer appreciation of the other U.S. foreign affairs agencies and of how to work better with them. With respect to advantages for CIA, our officers believe that other Seminar participants gain an appreciation of the Agency as an integral and legitimate member of the U.S. governmental community in Washington and overseas. They elaborate that the Seminar properly presents CIA as a participating partner directing its efforts toward common national objectives. Finally, they think the Seminar provides an opportunity to "sell" CIA and to dispel prejudiced notions held by some officials of other agencies.

8. With respect to the problem of quotas and decline in compliance with them, Ambassador George Allen has sent a letter to Arthur Hartman, Special Assistant and Staff Director, Senior Interdepartmental Group, dated 29 March 1968, Subject: Quotas for the NIS. In this letter, Ambassador Allen requested that the subject of compliance with quotas for the NIS be included on the SIG's agenda. Ambassadors Allen and Deming have appeared before the Political-Military Group on this subject, and Deming has sought the support of Deputy Undersecretary Rimestad and of other State Department officials such as Ambassador Harriman.

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9. I recommend that the DCI:

- A. Continue CIA support of the NIS at about present levels of attendance and participation.
- B. Use his influence in the direction of maintaining appropriate participation in the NIS by the several agencies.
- C. Take the position that, unless the NIS can be maintained at an effectively functioning level, consideration be given to revising NSAM 283 in such a manner as to eliminate the NIS.



John Richardson
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